

# SUPPLEMENT 19-B

## STATEMENT OF WORK (SOW)

The SOW is a specific statement of the work to be performed by the contractor. It is derived from the Program WBS (System Architecture). It should contain, at a minimum, a statement of scope and intent, as well as a logical and clear definition of all tasks required. The SOW normally consists of three parts:

**Section 1: Scope** – Defines overall purpose of the program and to what the SOW applies.

**Section 2: Applicable Documents** – Lists the specifications and standards referenced in Section 3.

**Section 3: Requirements** – States the tasks the contractor has to perform to provide the deliverables. Tasks should track with the WBS. The SOW describes tasks the contractor has to do. The specifications describe the products.

### Statement of Work Preparation and Evaluation Strategies

SOWs should be written by an integrated team of competent and experienced members. The team should:

- Review and use the appropriate WBS for the SOW framework,

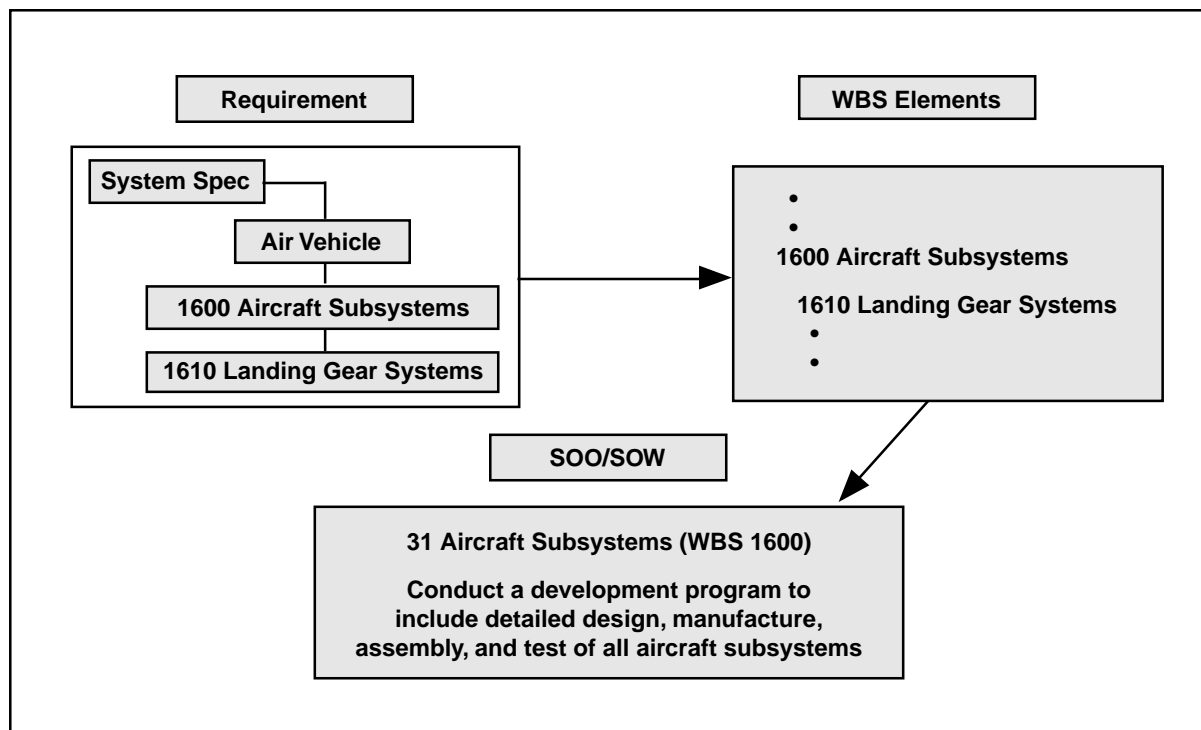


Figure 19-4. Requirement-WBS-SOW Flow

- Set SOW objectives in accordance with the Acquisition Plan and systems engineering planning,
- Develop a SOW tasking outline and check list,
- Establish schedule and deadlines, and
- Develop a comprehensive SOW from the above.

### Performance-based SOW

The term *performance-based SOW* has become a common expression that relates to a SOW that tasks the contractor to perform the duties necessary to provide the required deliverables, but is not specific as to the process details. Basically, all SOWs should be performance based, however, past DoD generated SOWs have had the reputation of being overly directive. A properly developed SOW tasks the contractor without telling him how to accomplish the task.

### Evaluating the SOW

The WBS facilitates a logical arrangement of the elements of the SOW and a tracing of work effort expended under each of the WBS elements. It helps integrated teams to ensure all requirements have been included, and provides a foundation for tracking program evolution and controlling the change process. As shown by Figure 19-4, the WBS serves as a link between the requirements and the SOW.

In the past, DoD usually wrote the SOW and, over time, an informal set of rules had been developed to assist in drafting them. While the government today generally does not write the SOW, but, rather, more often evaluates the contractor's proposed SOW, those same rules can assist in the government role of evaluator.

### Statement of Work Rules

In section 1. **Scope:**

DO NOT:

- Include directed work statements.

- Include data requirements or deliverable products.

In section 2. **Applicable Documents:**

DO NOT:

- Include guidance documents that apply only to Government PMOs (e.g., DoD 5000 series and service regulations).

In section 3. **Requirements:**

DO NOT:

- Define work tasks in terms of data to be delivered.
- Order, describe, or discuss CDRL data (OK to reference).
- Express work tasks in data terms.
- Invoke, cite, or discuss a DID.
- Invoke handbooks, service regulations, technical orders, or any other document not specifically written in accordance with MIL-STD-961/962.
- Specify how task is to be accomplished.
- Use the SOW to amend contract specifications.
- Specify technical proposal or performance criteria or evaluation factors.
- Establish delivery schedules.
- Over specify.

In section 3. **Requirements:**

DO:

- Specify work requirements to be performed under contract.

- Set SOW objectives to reflect the acquisition plan and systems engineering planning.
- Provide a priceable set of tasks.
- Express work to be accomplished in work words.
- Use “shall” whenever a task is mandatory.
- Use “will” only to express a declaration of purpose or simple futurity.
- Use WBS as an outline.
- List tasks in chronological order.
- Limit paragraph numbering to 3rd sub-level (3.3.1.1.) – Protect Government interests.
- Allow for contractor’s creative effort.